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DPHHS NEWS

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JANUARY 1996

PHASE ONE COMPLETED, NEW ADMINISTRATORS SELECTED



Peter S. Blouke, Ph.D.
DPHHS Director

It has been a challenging but exciting first six months for the new department as we have worked together to put in place the department's new organizational structure. As I look back on the decision by Governor Racicot to make reorganization an open and public process, I am convinced that this was the right decision. The input from the Employees' Work Group, the Reorganization of Advisory Council, as well as the suggestions from literally hundreds department employees, providers and consumers, has been

invaluable in establishing the framework around which the new department could be created. I sincerely believe the new organizational structure does reflect the goals and values of consumers, department employees, our provider network and Montana citizens.

However, completing an organizational structure for Helena was only the first step in the reorganization process. The next more exciting and challenging phase of reorganization will be the design, development and implementation of the concepts of decentralization. How we translate the idea of delegation and empowerment to local communities will require a lot of discussion and a significant shift in how we perceive our individual responsibilities, both at the state and local level. As we move on to this next phase, there are a number of very fundamental issues we will need to address: what is "local"; what is the role of the state agency relative to local programs; what decisions can legally be delegated by the state to local communities; how does the state delegate authority and retain accountability to the legislature? I believe together we can do it. And, I believe effective decentralization will result in a stronger department, better decisions, more efficient use of increasingly scarce resources, more flexibility and innovation and, most importantly, improved services for our consumers.

We have some incredibly talented people within our department and selecting the new division administrators was a very difficult task. But, as we move into the next phase of reorganization, we will have an exceptional management team that brings a wealth of knowledge to the process. Each of them has had considerable experience as a manager and each is committed to achieving the values and goals of the new department. I am excited about the opportunities that are before us and look forward to working with each of you in the coming year.

CALENDAR OF EVENTS

JANUARY

National Eye Care Month
National Birth Defects Prevention Month

January 3
Welfare Reform (FAIM) Rules Hearings
SRS Building Auditorium
Helena
1:00 pm and 3:00 pm

January 15
Martin Luther King Jr.'s Birthday
(Holiday)

January 18
Reorg Work Group Meeting
Fish Wildlife & Parks
Commissioner's Conference Room
Helena
10:00 am - 3:00 pm

January 31
Reorg Advisory Council
Cogswell Building
Room C-209
Helena
9:00 am - 3:30 pm

FEBRUARY

February 1
Welfare Reform Begins:
Silver Bow, Beaverhead, Jefferson,
Park, Meagher, Broadwater,
Valley, and Phillips counties

Our new divisions and their administrators are:

Operations and Technology Division—Mike Billings. Mike served as administrator of the Operations and Technology Division of the Department of Social and Rehabilitation Services (SRS) since 1991. Prior to that, he served as Director of the Office of Management and Analysis Systems of SRS from 1989 to 1991. In his spare time, Mike enjoys traveling, hiking and floating. He has three grown children.

Quality Assurance Division—Denzel Davis. Denzel was the Administrator of the Health Facilities Division for the Department of Health and Environmental Sciences from 1992 to the time of his current duties. He was bureau chief of Licensure and Certification at DHES from 1989-1992. Denzel began his career with the state of Montana in 1986 as a construction consultant. He enjoys outdoor activities, such as snowmobiling and cross-country skiing. Denzel has two grown sons.

Child Support Enforcement Division—Mary Ann Wellbank. Mary Ann served as administrator of the Child Support Enforcement Division of the Department of Social and Rehabilitation Services since 1991. Prior to joining SRS, Mary Ann served as executive budget analyst assigned to the university system in the Governor's Office of Budget and Program Planning from 1990 to 1991. She enjoys bicycling in her spare time. This summer, Mary Ann participated in the "150 Mile Double Divide Ride." Her husband's name is Paul and they have a son, Joe and a daughter, Alex.

Mental and Addictive Disorders Division—Dan Anderson. Dan was administrator of the Mental Health Division of the Department of Corrections and Human Services from 1990 to the time of his current duties. He held various positions within the Department of Institutions from 1979-1990. Dan likes sports and also enjoys reading about politics. He has a son in college and a daughter in high school.

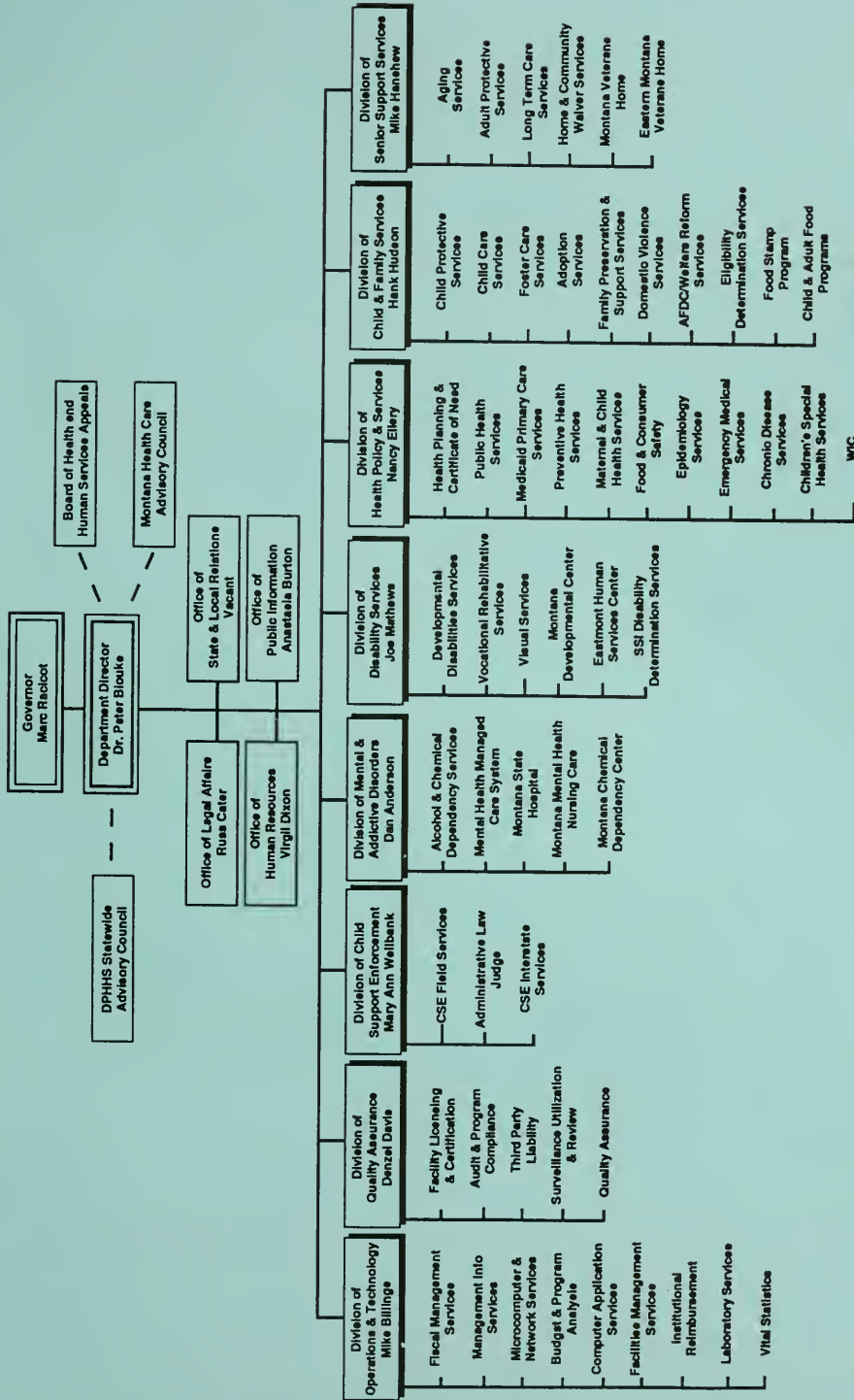
Disability Services Division—Joe Mathews. Joe was administrator of the Vocational Rehabilitation Division in the Department of SRS since 1990. Previously, he was human services manager for the Great Falls District Office. He has worked as a rehabilitation counselor and administrator since 1974. Joe enjoys golfing and watching football and baseball. He and his wife Peggy have two sons, Michael and Robin.

Health Policy and Services Division—Nancy Ellery. Nancy served as administrator of the Medicaid Services Division of the Department of SRS since 1989. Prior to that, she was an administrative officer for Montana's Medicaid Bureau. Before moving to Montana, she served as a program administrator for Florida's Medicaid Program for five years. In her free time, Nancy enjoys gardening, reading and taking care of her two "kids"—a golden retriever and a standard poodle.

Child and Family Services—Hank Hudson. Hank was director of the Department of Family Services from 1993 to 1995. Before holding that position, Hank was Deputy Director of SRS in 1992. He trains llamas as pack animals for wilderness hikes. He and his wife Karen have two daughters, Lisa and Jennifer.

Division of Senior Support Services—Mike Hanshew. Mike was administrator of the Developmental Disabilities Division of the Department of SRS since 1991. Previously, he served as Long Term Care Bureau Chief in the Medicaid Services Division of SRS and as Chief of the Management Operations Bureau of the Developmental Disabilities Division. In his spare time, Mike enjoys home building and camping. He and his wife Sandy have two children, Annie and Chris.

STATE OF MONTANA DEPARTMENT OF PUBLIC HEALTH AND HUMAN SERVICES December 13, 1995



CLASSIFICATION UPDATE

Even in an era of change there is one constant—the classification system. New positions and positions with different duties all must be reviewed under the Benchmark Factoring System. Employees may also request position reviews if they believe duties have changed enough to warrant a grade change.

When requesting a classification review, employees and supervisors need to submit a new, signed position description and an Agency Classification Request form. The Department of Administration also requires that these items be submitted electronically. If you do not have ZipMail, a disk with the information can be submitted. The updated position description format must also be used. Employees needing the newest form may request a copy from DPHHS Human Resources.

If an employee is not satisfied with the outcome of a position review, a reconsideration may be requested. An employee may also file a classification appeal if he/she believes a position was factored incorrectly. Because the process may be confusing, human resources will provide, as requested, technical assistance and information to employees filing a classification appeal.

If you need more information about the classification system, please call Art Swanson, personnel specialist, at 444-1918.

ADVISORY COUNCIL REPORT

Jerry Howland, Work Group Representative

The DPHHS Reorganization Advisory Council met November 29. The morning portion of the meeting was transmitted over the METNET system from Helena to sites in: Kalispell, Missoula, Butte, Warm Springs, Havre, Great Falls, Glendive and Miles City. This enabled field staff and providers to talk directly with Dr. Peter Blouke as he presented his draft organizational structure for the agency. Peter stressed the details of the individual divisions will be left to the division administrators. He also reminded the group the Advisory Council would be entering Phase II of the reorganization process, which includes decentralization of the departmental structure.

The discussion following his presentation was positive. Some people had concerns regarding specific jobs or bureaus. Peter answered their concerns as best as he could, since many of the decisions will be made by the division administrators. There was also discussion regarding the names of the divisions. Peter acknowledged he had concerns regarding the names of a couple of the divisions and knew they would need to be changed.

After the METNET presentation, the Advisory Council evaluated the effectiveness of the presentation. The Council is considering using the METNET system again for their meetings during Phase II. The Advisory Council expects heightened interest in the reorganization process, since they will be looking at regional and local delivery systems. The Council also discussed the framework for beginning Phase II in January. Their goal is to have the Phase II recommendation done by May and get recommendations back from Peter in June.

The next Advisory Council meeting will be January 31. Interested individuals are invited to attend.

CHILD SUPPORT ENFORCEMENT DIVISION CELEBRATES 20 YEARS

The DPHHS Child Support Enforcement Division celebrated its 20-year anniversary this year. Two employees, Cheryl Klockhammer and Dennis Shober, have been with CSED since its inception and have shared some of their memories. Dennis, who started with CSED on August 18, 1975, was one of the original investigators in the Great Falls office and is now the chief of field services. Cheryl began on September 1, 1975, as a grade 5 clerk typist and is now an investigator in the Billings office.

HAPPY
NEW
YEAR

Child support was originally part of the Department of Revenue. Offices were located in Miles City, Billings, Missoula, Butte, Great Falls and Helena. Each office had an investigator and a clerk typist. Each investigator was required to have a two-week course at the Law Enforcement Academy in Bozeman; and the respective clerical help was given a two-week training in Helena, studying federal and state law pertaining to child support.

The investigators personally took notices to the obligors' homes while the clerk stayed in the office to answer phones and set up case files. After her training in Helena, Cheryl took 200 cases to the Billings office to set up files, etc. Previously, all cases had been sent to Helena.

Posting payments was a tedious project. Everything had to be done by hand and it took almost two days each month to post the payments onto the individual ledgers for each case and to balance those amounts. The first computer was set up in 1984. There was one terminal per office for all employees to use. Needless to say, it was nothing like the automated system now in place. CSED is now fully automated and every caseworker has access to a computer.

Cheryl and Dennis have seen a lot of changes over the past 20 years. Total statewide collections for the first year were \$197,000; during this past fiscal year, \$28,969,017 was collected. Since its inception in 1975, CSED has collected a total of \$171,349,449.



WORK GROUP REPORT

Jerry Howland, Work Group member

The Employees' Reorganization Work Group met November 16 and discussed the draft organizational structure with Dr. Peter Blouke. The Work Group members did not have any major concerns with the basic eight divisions as outlined in the draft. There was some discussion regarding specific bureaus and their location within the divisions.

The Work Group had the following five responses to the organizational structure:

- (1) The Work Group has supported the reorganization process which has been used thus far. They asked Peter to encourage the new division administrators to use a similar process to organize the divisions to ensure the maximum input of employees, contractors and consumers.
- (2) The Work Group realizes the importance of the division names. As a result, the Work Group recommends the names of the divisions remain fluid. After the divisions are organized, those within each division could choose its name.
- (3) It is important the sub-divisional structure be developed as soon as possible. Some employees work within two proposed divisions and they need to know where they will be located.
- (4) When DPHHS develops benchmarks for evaluation of program delivery, it is necessary to include organizational structure within the benchmarks to ascertain if the structure supports or impedes program delivery.
- (5) The organizational structure process needs to be fluid so changes can be made whenever problems are identified. When Phase II of the reorganization is finished, the Advisory Council should revisit the organizational structure to make sure it supports the regionalization effort.

The next Employees' Reorganization Work Group meeting is set for January 18. All interested individuals are invited to attend.

DPHHS Director's Q and A



QUESTION: What is the status of CAPS implementation?

ANSWER: The staff who support the family services licensing functions of the agency have been trained in CAPS and are in the process of conversion. Training for the statewide implementation will begin on January 2 with the training pilot counties (Lewis and Clark, Broadwater, Jefferson and Meagher). Statewide training will be held March through July. Conversion should be completed by September 1996.

QUESTION: Is the reduction in force at Montana State Hospital due to reorganization?

ANSWER: The 25 FTE Reduction in Force that is required by Senate Bill 345, which is the legislation creating the new Department of Public Health and Human Services, is separate from the reduction in FTE at Montana State Hospital that will result from a down sizing of that facility.

QUESTION: Will decentralization mean loss of jobs?

ANSWER: The purpose of decentralization is to improve services to clients, not to reduce FTE. I believe we can work more efficiently as we decentralize and I would expect that some job responsibilities might change. However, it would be my intent that any reduction in force would come through attrition rather than layoff.

DPHHS EMPLOYEE WINS SECC HAWAIIAN TRIP

Tom Downs of DPHHS Disability Determination Unit will be packing his bags for a trip to Hawaii. Downs was the lucky state employee to win the grand prize of the State Employee Combined Campaign.

Down's name, along with other top prize winners, was drawn at a celebration marking the end of the campaign on December 11. This year, SECC raised \$138,000 for Montana non-profit organizations. That's a 15% increase compared to last year's total of \$120,000.

State employees had a selection of 277 organizations from which to choose to make their donations. The groups ranged from local chapters of the United Way, food banks, wildlife groups and shelters. Those employees who contributed \$12 or more were eligible for the Hawaiian trip drawing.

Governor Marc Racicot praised state employees for their generous contributions by saying, "Employees of the state give part of themselves at work and keep giving after hours."

Downs, who has worked for the state for 23 years, was "thrilled and surprised" that his name was drawn. He has never been to Hawaii and is looking forward to the vacation. He says he was "happy he went to work that day!"

Livery Travel and Your Adventure Travel donated the Hawaiian Trip. In addition, Pier One Imports donated two \$100 gift certificates. Dennis Small of State Fund and Andrea Patten of Legislative Service Division were the recipients of those prizes. Several other Montana businesses contributed gift certificates and prizes for the weekly drawings. The following is a list of DPHHS employees who received prizes:

Theresa Gruby
Vicki Weida
Kathleen Opie
Kane Quenemoen
Jacqueline Murray
David E. Moore

Helena
Helena
Helena
Helena
Butte
Billings

Albertson's gift certificate
Town Pump gift certificate
Hennessy's beach towel
Radio Shack flashlight
Race to the Sky T-shirt and cap
Radio Shack flashlight

PROGRAM SPOTLIGHT: FAIM

Beginning February 1, welfare in Montana will undergo the most dramatic changes in the nation. This welfare reform project, "Families Achieving Independence in Montana" (FAIM), is administered by DPHHS' Child and Family Services Division. A team of five welfare reform specialists work full-time on the project. Five field representatives also work closely with the FAIM Team.

Montana's welfare reform project changes the focus of the AFDC program from a check-receiving approach to one that focuses on achieving self-sufficiency. Expected results are the strengthening of the values of family, work and responsibility while also increasing the participants' personal dignity.

FAIM's design came from the recommendations of Governor Racicot's Welfare Reform Advisory Council, which began deliberations in July 1993. The Council examined welfare reform strategies of state and local governments around the country, as well as reform happening on the national level.

Important components of FAIM include:

- **THE JOB SUPPLEMENT PROGRAM**

For families who are eligible to receive AFDC, but choose not to, an array of services will be offered. These services include: voucher child care, some medical assistance, food stamps and enhanced child support enforcement activities.

- **THE PATHWAYS PROGRAM**

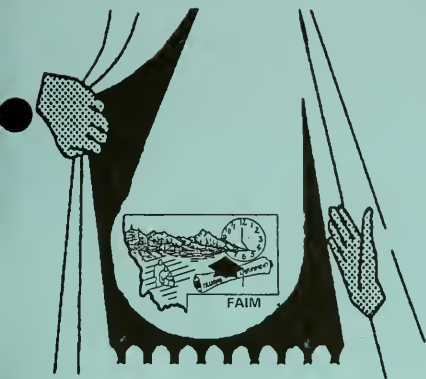
Families who move into Pathways will, for a limited time, receive benefits in conjunction with completion of a Family Investment Agreement. The duration of Pathways is two years for single-parent households or 18 months for two-parent households. Participation requirements of the Family Investment Agreement are structured toward families availing themselves of employment and training opportunities.

Pathways time limits do not apply to children or certain adults (those with verifiable barriers such as a mental or physical disability, a child under the age of one, or no access to child care).

- **THE COMMUNITY SERVICES PROGRAM**

If a family still requires financial assistance at the end of the Pathways program, then AFDC is provided for the children's needs. Able-bodied adults will complete an average of 20 hours of community service activities per week (if available) in return for the adult portion of the grant. If no community service activities are available in their areas, adults will continue to receive the full AFDC grant.

If you have questions regarding FAIM, please contact your local Office of Human Services, or the FAIM Team at (406) 444-4545.



News and information about the programs and people in the Department of Public Health and Human Services will be presented in this monthly newsletter. This edition was produced by a committee of employees from various areas of the agency. The Communication Committee welcomes your suggestions and comments. Ideas may be left on the DPHHS comment line at 1-800-453-4489 or the DPHHS Zip/E-Mailbox.

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Communication Committee members are: Anastasia Burton, Gail Clifford, Lori Getter, Beth McLaughlin, and Jane Smilie.

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DEPARTMENT OF PUBLIC HEALTH & HUMAN SERVICES
Communication Committee
P.O. Box 4210
Helena, MT 59604
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